

## SUPERVISION ADVISORY COMMITTEE (SAC) STRATEGIC PLAN

Action Step	SAC Liaison	Benchmarks	Updates
<b>Action Step 1</b>			
<b>1. THE NEW SEQUENCE FOR TRAINING FOR POLICY AND PRACTICE CHANGES.</b> Change training practice to ensure that when introducing policy or practice changes: <ul style="list-style-type: none"> <li>The training is provided before the change is introduced.</li> <li>The agency leadership, the field leadership,<sup>1</sup> and the supervisors are trained first, before frontline workers.</li> </ul> Supervisors and workers are trained separately, with the supervisor training focusing on how to help frontline workers introduce and sustain the change.	Mindy Schneider Laura Foerster	Training is provided before change is introduced.  The agency leadership, field leadership, and supervisors are trained before frontline workers.  Supervisors and workers are trained separately.	<b>10/26/06</b> The training unit has incorporated the sequence when conducting training. However, training may also be managed by program staff or through train the trainer and the sequence may not be a consideration in these trainings.  <i><b>Suggestion:</b></i> Explore how to assure the training sequence is used irrespective of the origin of the training.  <i><b>Action:</b></i> Jim will introduce the sequence as a consideration in the upcoming FACES roll-out.
			<b>02/27/07</b> Suggested was that policy be sent to supervisors and managers before general distribution. However, the logistics required – i.e., maintenance of separate distribution lists – was reported to be overwhelming. A “policy day” has been suggested as an alternative.  There are several approaches used in conducting training statewide and the capacity to train supervisors first is affected by the method used:  Contracted training: When training is contracted, the number of session and slots available in each session are limited and won’t allow for differentiated training.  Training by training unit: Provision of training to supervisors first is and will remain an objective of the training unit.  Training by train the trainer: Many different units within the Department may train trainers to provide training which makes it difficult to consistently assure training of supervisors first.  In addition to that done a statewide basis, training may be developed at the regional or circuit level which also contributes to inconsistency in training supervisors first.  <i><b>Suggestion:</b></i> Administration consistently introduces consideration of training supervisors first – and stresses the benefits of doing so – whenever planning for training is occurring.
			<b>05/24/07</b> Previously suggested was that policy be sent to supervisors and managers before general distribution. However, it was reported during the last meeting that the logistics required – i.e., maintenance of separate distribution lists – is overwhelming. Approaches were identified in conducting training statewide and the capacity to train supervisors first is affected by the method used:  Contracted training: When training is contracted, the number of session and slots available in each session are limited and won’t allow for differentiated training.  Training by training unit: Provision of training to supervisors first is and will remain an objective

<sup>1</sup> By “field leadership” is meant all field leaders above the Supervisor 1 level, including Regional Directors, Circuit Managers, and Children’s Services Specialists (Clinical Specialists).

			<p>of the training unit.</p> <p>Training by train the trainer: Many different units within the Department may train trainers to provide training which makes it difficult to consistently assure training of supervisors first.</p> <p>In addition to that done a statewide basis, training may be developed at the regional or circuit level which also contributes to inconsistency in training supervisors first.</p> <p>A “policy day” was, at that time, reported as one alternative that has been suggested.</p> <p><b>Recommendation:</b> Pursue “policy day” if feasible.</p> <p><b>Continuing Recommendation:</b> Administration consistently introduces consideration of training supervisors first – and stresses the benefits of doing so – whenever planning for training is occurring.</p>
			<p><b>08/23/07</b></p> <p><b>Previously Reported:</b> The capacity to train supervisors first is affected by the method used:  <i>Contracted training:</i> When training is contracted, the number of session and slots available in each session are limited and won’t allow for differentiated training.  <i>Training by training unit:</i> Provision of training to supervisors first is and will remain an objective of the training unit.  <i>Training by train the trainer:</i> Many different units within the Department may train trainers to provide training which makes it difficult to consistently assure training of supervisors first.</p> <p><b>Continuing Recommendation:</b> Administration consistently introduces consideration of training supervisors first – and stresses the benefits of doing so – whenever planning for training is occurring.</p> <p><b>Previously Reported:</b> Distribution of policy to supervisors and managers before general distribution was previously recommended; however, the logistics required – i.e., maintenance of separate distribution lists – is overwhelming. The communications work group formulated five recommendations relevant to policy including distribution of as much policy as possible on a particular date of each month.</p> <p><b>Update:</b> Jim Harrison has recently been assigned responsibility for consideration of these recommendations and reported that the time sensitive nature of some policy changes present an issue.</p> <p><b>Recommendation:</b> Continue exploring methods of policy distribution which address the unique needs of supervisors and managers.</p>
			<p><b>03/13/08</b></p> <p><b>Update :</b> Workgroup members will go back locally and stress to trainers the importance of supervisors getting the training first.</p>
			<p><b>08/07/08</b></p> <p>Update: Reviewed current trainings: 1) legal trng is now available, attendees are decided locally. 2) Older Youth Training – supervisors want to be trained with workers. 3) ICWA training – all staff trained together. Continue to stress the importance of trying to get training out to supervisors first or at least the training materials. A supervision distribution list was discussed and will be worked on by workgroup members. Suggestion was made to post supervision workgroup meeting minutes on the Intranet. Recommendation was made for an annual report of workgroup activities.</p>

			<p><b>02/26/09</b> Policy: there used to be a policy review team, but that has faded away. Getting field input about policy is important, method varies. Recommend selected use of the CWSAC or, on a very limited basis, the Outlook sup distribution list for designated policy feedback, and sups should get feedback from line staff. There would need to be strict time limits on feedback.</p> <p>Training: there may be additional automated training.</p>
			<p><b>11/19/09</b> Recent memo was sent to supervisors a week ahead, and SAC found this helpful.</p>
			<p><b>2/10/10</b> Report that this is well liked and very helpful. Now to go to Program Mgrs and above first, then Sups.</p>
Action Step 2			
<p><b>2. ADMINISTRATIVE SUPERVISION TRAINING.</b> Implement the new BOSS training (40 hours) for NEW supervisors, and for CURRENT supervisors who didn’t get the BOSS training, and ensure that future supervisors regularly receive this training.</p>		<p>All supervisors hired after January 1, 2003 have been trained.</p> <p>All supervisors hired before January 1, 2003 who want the BOSS training will have access to it.</p> <p>The training is offered on a regular basis for new, incoming supervisors.</p>	<p><b>10/26/06</b> Quarterly BOSS training, open to all supervisors (experienced supervisors who have not had it as well as new supervisors), continues. The Human Resource Center routinely sends announcements when BOSS classes have been scheduled; in addition, the classes are listed on the Employee Learning Center and are accessible by all employees for review, registrations, and making and updating training plans. Recent classes have had openings up to the day before.</p> <p><i>Suggestion:</i> Request that supervisors update their learning plans and that circuit managers check these plans.</p>
			<p><b>02/27/07</b> <b>THIS ACTION STEP HAS BEEN COMPLETED.</b></p> <p>Participants on the work group report the BOSS training to be very good – small &amp; interactive – and that trainees often maintain contact with one another.</p>
			<p><b>05/24/07</b> <b>THIS ACTION STEP HAS BEEN COMPLETED.</b></p> <p><i>Update:</i> BOSS training has been changed to 32 hours (sexual harassment portion is now provided separately).</p>
			<p><b>08/23/07</b> <b>THIS ACTION STEP HAS BEEN COMPLETED.</b></p>
Action Step 3			
<p><b>3. CLINICAL SUPERVISION TRAINING.</b> Train agency leadership, field leadership, and supervisors in advanced clinical training, and ensure that future supervisors receive this training.</p> <p>(Note: At this time, it looks like this core clinical training will require two sessions of three days, for a total of six days.)</p>	Cara Roberts	<p>The curriculum has been adapted to focus on the agency leadership and the field leadership to help them support clinical supervision.</p> <p>A training schedule has been developed to train agency leadership, field leadership, and all current and new child welfare</p>	<p><b>10/26/06</b> All Circuit/Program Managers and Regional Administration were trained between June and August, 2006. The first session for new supervisors began in July and was completed in August, 2006. Four additional sessions have been completed for both new and experienced supervisors. Sessions are scheduled for the remainder of the fiscal year with separate sessions for new and experienced supervisors.</p> <p>Agency and UMC representatives continue to meet (with the next meeting scheduled for 10/31/06) to discuss implementation of other components of the UMC project. Ideas gained from a national seminar held by the Quality Improvement for Child Protection will be considered.</p>
			<p><b>02/27/07</b> The first target group for the clinical supervision training was Circuit/Program Managers and Regional</p>

<p>Note: At this time, we envision a one day orientation session for the agency leadership and field leadership, offered in several locations (regions).</p>		<p>supervisors.</p> <p>The agency leadership and the field leadership have been trained.</p> <p>Plans have been made to offer the training on a regular basis for new supervisors coming into the system.</p> <p>Plans made and implemented to train new, incoming agency and field leadership on a regular basis.</p> <p>All new and current supervisors have been trained.</p> <p>Plans are made to train incoming new supervisors on a regular basis.</p> <p>Supervisors receive advanced clinical supervision training on a regular basis throughout their careers as supervisors.</p>	<p>Administration (training competed in August, 2006). The second target group was newer supervisors and separate training sessions were planned for experienced supervisors. Presently, experienced supervisors are unsure as to whether or not they can access the current training, although sign-up can be done on-line.</p> <p>Work group participants report the training to be very good with one participant commenting “clinical supervision training was awesome.”</p> <p><b><i>Suggestion:</i></b> Make a system-wide announcement re: access to the training by experienced supervisors.</p> <hr/> <p><b>05/24/07</b></p> <p>The first target group for the clinical supervision training was Circuit/Program Managers and Regional Administration (training competed in August, 2006). The second target group was newer supervisors and separate training sessions were planned for experienced supervisors. The majority of newer supervisors (18 months or less) have now been trained. Approximately 120 supervisors and specialists are left to train. Completion of training of remaining supervisors and specialists is anticipated by the end of the calendar year.</p> <p>Participants relate that implementation of scheduled supervision directly impacts “supervision on demand,” reducing the amount of time required for this, and that it’s easier to implement scheduled supervision with new workers as they start on the job. Participants do not routinely see other supervisors, upon returning from training, changing their supervision practices. “Learning circles” are viewed as needed to support this desired change.</p> <p><b><i>Suggestion:</i></b> Identify those who have not completed training and send individual (personalized) email notifying each of the training availability &amp; schedule.</p> <hr/> <p><b>08/23/07</b></p> <p><b><i>Previously Reported:</i></b> Participants relate that implementation of scheduled supervision directly impacts “supervision on demand,” reducing the amount of time required for this, and that it’s easier to implement scheduled supervision with new workers as they start on the job. Participants do not routinely see other supervisors, upon returning from training, changing their supervision practices. “Learning circles” are viewed as needed to support this desired change.</p> <p><b><i>Update:</i></b> At the last meeting, it was suggested that those who have not completed training be identified and provided notice of training availability. Managers have since been sent notice with individuals identified for attendance.</p> <hr/> <p><b>03/13/08</b></p> <p>Training continues to be offered Marcia will follow up with the training unit to find out who is left to be trained and the percentage that has been trained.</p> <hr/> <p><b>08/07/08</b></p> <p>Cindy Miller reported there are only a handful of existing supervisors remaining who need this training, then only newly hired supervisors will need it.</p> <p><b>THIS ACTION STEP HAS BEEN COMPLETED for 2008.</b></p> <hr/> <p><b>**Reopened 2/10/2010</b></p> <p>Cara Roberts will email supervisors to get feedback on OJT Guide and basic training, and supervisor group will compile info at the beginning of the next meeting to create a formal recommendation.</p>
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			5/12/10 OJT Review Tabled until August meeting, didn't have time
<b>Action Step 4</b>			
<b>4. TRAINING ON USING DATA IN SUPERVISION.</b> Train child welfare supervisors how to use data to analyze and improve frontline practice and achieve improved outcomes for children and families.	Marcie Randle Mindy Schneider Meliny Staysa	<p>The curriculum has been developed.</p> <p>The agency leadership and the field leadership have been trained.</p> <p>Supervisors have been trained.</p> <p>Workers have been trained.</p> <p>Plans have been made to offer the training on a regular basis for new supervisors coming into the system.</p> <p>Plans have been made to offer the training on a regular basis for new workers coming into the system.</p>	<b>10/26/06</b> The current data system can't provide data at the levels necessary so this action step is pending implementation of SACWIS (with capacity to pull data at unit, supervisor and worker levels). The use of SCRT data and single-shot initiatives (e.g., Northern PIP Rally) have provided a beginning focus on support of using data in supervision.  <i><b>Suggestion:</b></i> If there is a supervisors' conference next year, include a presentation on use of data.
			<b>02/27/07</b> The current data system can't provide data at the levels necessary so this action step is pending implementation of SACWIS (with capacity to pull data at unit, supervisor and worker levels). However, QI staff continue to look for opportunities to focus on and support using data, including results of the SCRTs. Data-driven decision making will be a presentation at a leadership conference later this year.  <i><b>Suggestion:</b></i> Planning for a supervisors' conference should include a session on using data in supervision.
			<b>05/24/07</b> Efforts on this Action Step are contingent upon SACWIS implementation. CPS was implemented in SACWIS last year. Implementation of case management in SACWIS is planned by August.  Understanding the new CFSR data indicators will a priority.  <i><b>Recommendation:</b></i> The supervisors' conference should include sessions on using data in supervision. Consider separate sessions for CPS and case management, each focusing on the practical benefits of using data in supervision. The NRCOI will, upon request, arrange for supervisors from another state to present on the value of using data in their day-to-day practice.
			<b>08/23/07</b> <i><b>Previously Reported:</b></i> Efforts on this Action Step are contingent upon SACWIS implementation. CPS was implemented in SACWIS last year. Understanding the new CFSR data indicators will a priority.  <i><b>Update:</b></i> Case management is being implemented in SACWIS. Use of data is a topic identified for one of three break-out sessions planned for the supervisors' conference.
			<b>08/07/08</b> Update: There were three breakout sessions on this topic during supervisory Summit. Using data is on-going for new supervisors. SCRT training that is rolling out also covers this. Suggestion was made for phase 1 of SCRT training to be shortened, but expand the Excel training phase. Kudos were given to Betty Teal for a job well done. Specialists are going out to circuits to train on this. This action step is on-going.
			<b>11/20/08</b> Update: Managed report now available on FACES.

			<p><b>02/26/09</b> Most circuits are using data in supervision. It is beneficial for circuits to have point people for Excel and other data programs, usually specialists. Use the Distribution List to identify folks who haven't completed SCRT and Excel training. Possibility of Intranet having a video for Excel training, which could be accessed at any time by sups and staff. Specialists are supposed to be working with new supervisors on SCRTs.</p> <p>If workers cannot see their own Visit Report on FACES, they should contact the Help Desk and investigate if this is an Office Worker Association issue.</p>
			<p><b>11/19/09</b> Data Dashboard is being developed which will bring outcome data drilled down to the worker level, same as how the state worker visit report is currently working. This should be developed around June 2010. All annual reports and pink books are now current and posted.</p> <p>Excel training power point should be posted to the CD Intranet after 2007 version is updated.</p>
			<p><b>2/10/10</b> Everyone now has version 2007 MS Excel. Committee will review the PP training and give feedback to Meliny Staysa. Also would like a cheat sheet for 2007 word. Susan Savage reported that Data Dashboard is planned to be rolled out by July 2010. Training will be available on how to use the Dashboard.</p>
			<p><b>5/12/10</b> Excel training will be posted very soon for employees and QA's can also help with Excel</p>

### Action Step 5

<p><b>5. SUPERVISION TRAINING CONFERENCE.</b> Provide an Annual Supervisors' conference where advanced training in best practice for clinical and administrative supervision is provided, including using data to supervise to achieve better outcomes.</p> <p>Meeting was Jan 23 on budget. Should know more after that.</p>	<p>Loretta Rapp-Percy Karen Womack Glenda Wilcox</p>	<p>A work group develops overall plans for an annual supervision conference.</p> <p>The first annual conference is launched.</p> <p>The second annual conference is planned which incorporates the evaluation of the first conference</p>	<p>Still on hold.</p>
			<p><b>Suggestion:</b> Include in budget for next FY. Begin planning discussions (e.g., statewide, regional, etc.).</p>
			<p><b>02/27/07</b> A supervisors' conference is not planned in FY07 and there are no new monies for it in FY08. However, the possibility of utilizing existing monies in FY08 will be explored.</p>
			<p><b>Action:</b> Gwen and Kelly (work group liaisons on this step) will begin work with Cindy Miller on conference planning.</p>
			<p><b>05/24/07</b> A supervisors' conference is anticipated in the Spring, 2008, utilizing existing monies.</p> <p><b>Action:</b> The supervision work group expressed their desire to participate in planning for the supervisors' conference. Paula Neese and Bonnie designated the work group as the conference planning group (Gwen &amp; Kelly co-leads for group) with the addition of another supervisor from each region and central office staff as needed. This group will:</p> <ol style="list-style-type: none"> <li>Participate in bi-weekly conference calls for planning – Lee will arrange for conference line for each one hour call, beginning June 7<sup>th</sup> and continuing on the 1<sup>st</sup> &amp; 3<sup>rd</sup> Thursday of each month at 9a.</li> <li>Recommend content – Susan and Kelly will take the lead in developing a short survey of supervisors and specialists (electronically, possibly intranet) to solicit suggestions for content. Subjects will be clustered on the survey (while also providing an opportunity for</li> </ol>

			<p>write-in suggestions). Initial themes identified include: use of data; COA; the next CFSR; and learning circles. The focus will be on what these mean to supervisors.</p> <p>c) Suggest general logistics – Initial recommendations are for:</p> <ul style="list-style-type: none"> <li>a single conference rather than multiple (i.e., regional) conferences;</li> <li>inclusion of specialists &amp; regional managers in addition to central office representatives;</li> <li>and</li> <li>a duration of two days.</li> </ul> <p>Susan will share the agenda for the leadership conference as an example. Steve will provide Marcia with contacts in other states (NE &amp; KS) which have held supervisors' conferences.</p>
			<p><b>08/23/07</b>  <i>Update:</i> Since the last meeting, a planning group – including members of this workgroup, seven additional supervisors and an RD – have participated in bi-weekly conference calls for planning. A survey of topical areas was developed and distributed to supervisors and the response rate was over 50%. Three topics were thus identified for break-out sessions: use of data; worker retention; and the role of the supervisor in the community. Dates in late May, 2008, are being explored.</p>
			<p><b>03/13/08</b>  <i>Update:</i> The summit will be held on 05/28/08 and 05/29/08 at the Capital Plaza Hotel in Jefferson City, MO</p>
			<p><b>08/07/08</b>  Update: The group discussed having the summit every other year. <b>Everyone felt that the summit was a success.</b> It was decided if we are able to have the summit in two years then we need to start planning early. Susan Savage will recommend to Administration regarding budget aspect and suggested to group to begin thinking now about what will be needed for workgroups for the next conference. Supervisors to recommend facilitators.</p>
			<p><b>11/20/08</b>  Update: Updated needed from CD Management on budget commitment for the Bi-Annual Supervisor Summit.</p>
			<p><b>02/26/09</b>  Still no word on budget for 2010. One estimate of cost is \$35,000.</p>
			<p><b>5/21/09</b>  Would like clarification regarding the feasibility of having the Supervisory Summit for 2010.</p>
			<p><b>08/05/09</b>  There will be no state-funded Summit next year.</p>
			<p><b>11/19/09</b>  No change, still a recommendation.</p>
			<p><b>2/10/10</b>  No change, still a recommendation. Research other funding sources such as professional development monetary reward recently received could be used, or pursue grants, PBC, faith based.</p>
			<p><b>5/12/10</b>  Discussed possible funding sources for Supervisor Training Conferences  Some agencies were suggested that we could explore to potentially partner with for funding to provide training/conferences (eg. MJJA, Children's Trust fund, Mo Coalition of Children Caring Agencies, Hospitals such as Heartland, Lakeland, Center Point, college social work programs, COA funds, have IV-E students apply for grants in their class while learning)</p>

## Action Step 6

<p><b>6. SUPERVISION OF SUPERVISOR 1s.</b> Establish and implement a structure for the regular supervision of child welfare supervisor 1s. Individual supervision of supervisors will take place twice monthly and, in addition, there will be a monthly session of supervision of all supervisors in the unit.</p> <p>This supervision of supervisors will include their:</p> <ul style="list-style-type: none"> <li>• Administrative supervision of workers.</li> <li>• Clinical supervision of workers.</li> </ul> <p>Use of data with workers to improve practice and outcomes.</p>	<p>Loretta Rapp Percy Marcia Randle</p>	<p>Supervision of supervisors policy and practice guidelines have been established.</p> <p>Agency leadership, field leadership, and supervisors have been oriented.</p> <p>Regularly scheduled individual and unit supervision of supervisors has been initiated.</p>	<p><b>10/26/06</b> Paula did another video conference in last month which included reminder of expectations for changes in supervision; however, not all managers viewed this. There are some indications that expectations may not be consistently met.</p> <p><b>Suggestion:</b> Assess current status; i.e., frequency – if at all – and quality. Consider incorporating in standardized performance appraisals for circuit managers / program managers (see Action Step 18).</p> <p><b>Action:</b> Jim will discuss with regional managers.</p> <hr/> <p><b>02/27/07</b> Meetings of supervisors with their workers is being stressed. However, although a process has been put in place which includes review of supervision notes at the next level up, supervision of supervisors remains very inconsistent.</p> <p><b>Action:</b> Upon the invitation by Paula, representatives from the work group will attend the next (March) meeting of the leadership team to present on the importance of this action step.</p> <hr/> <p><b>05/24/07</b> Lisa participated in the Regional Directors' Conference Call on April 12<sup>th</sup>. Participants recognize the importance of the conferences with Supervisor 1s. There appears to be no consistent method being used to document the conferences.</p> <p><b>Suggestion:</b> Paula Neese consider, during leadership conference, including emphasis on importance of regular supervision of supervisor 1s.</p> <p><b>Recommendation:</b> Supervision of Supervisor 1s should include review of SCRT results and exploration of what these mean.</p> <hr/> <p><b>08/23/07</b> <b>Update:</b> The work group met with the RDs for lunch and reiterated the importance of this Action Step. During the exit de-briefing, Paula committed to include this on her agenda during monthly individual conferences with the RDs.</p> <p><b>Continuing Recommendation:</b> Supervision of Supervisor 1s should include review of SCRT results and exploration of what these mean.</p> <hr/> <p><b>03/13/08</b> <b>Update:</b> A new tool was distributed and the workgroup likes the accountability of the new tool.</p> <p><b>Recommendation:</b> The tool needs instructions for consistency of use across the state. A signature lines for workers need to be added. There were a couple of counties that did not receive the tool yet.</p> <p>Jim Harrison asked that we send him an example of what we would like to be added to the tool.</p> <hr/> <p><b>08/07/08</b> <b>Update:</b> The tool has been distributed to everyone. Forms were developed regionally for supervision of supervisors by Circuit Managers. Supervision is still not consistently happening, still needs to be reinforced.</p>
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			<p><b>2/10/10</b> Continue to recommend that CM's receive clinical supervision training.</p>
<b>Action Step 7</b>			
<p><b>7. CONTINUOUS DEVELOPMENT OF CLINICAL, ADMINISTRATIVE, AND DATA USE SKILLS IN CHILD WELFARE SUPERVISION.</b> Establish and maintain a regularly scheduled peer-to-peer supervision consultation system (Learning Circles) in all jurisdictions of Missouri that supports supervisors in the continuous improvement of their clinical, administrative, and data use supervisory skills so that these become the regular agenda for child welfare supervision in Missouri.</p> <p>(Dr. Bertram—Kansas City South office –Accreditation issues)</p>	Cindy Miller	<p>How and where Learning Circle groups have been determined for all Circuits and Regions. (Could be tied in to CQI process)</p> <p>Learning Circles policy and practice guidelines have been established.</p> <p>Learning Circle facilitators have been identified and trained.</p> <p>Agency leadership, field leadership, and supervisors have been oriented.</p> <p>Learning Circles have been initiated.</p> <p>360 evaluation has begun.</p>	<p><b>10/26/06</b> Recent conference included presentation on learning circles (Lissa has materials).  <i><b>Suggestion:</b></i> Do not implement learning circles until all supervisors have received clinical supervision training. However, go ahead and assign a work group with Virginia as lead and including Stacy, Marcia and Lissa as well as representatives from Northern and Southern Regions.</p> <p><b>02/27/07</b> Suggested at the last work group meeting was that learning circles not be implemented until all supervisors have received clinical supervision training.  <i><b>Action:</b></i> Marcia, Lissa and Paula (liaisons) will begin working with Virginia on planning for development of learning circles.  <i><b>Action:</b></i> Marcia will get and send to Paula data on how many supervisors have completed the training.  <i><b>Subsequent Update:</b></i> Bonnie Washeck is visiting Mississippi and working with other groups on how training is provided to supervisors. Planning between the supervision work group and Bonnie will be coordinated.</p> <p><b>05/24/07</b> Bonnie has visited Mississippi to learn about efforts in that state.  The work group identified several key issues to be addressed in developing the system for consultation: (a) logistics for rural areas; (b) identification of facilitators (i.e., roles and required characteristics); and (c) voluntary vs. required participation.  <i><b>Recommendation:</b></i> Marcia, Lissa, &amp; Paula (and other supervisors as necessary to assure supervisory</p>

		<p>representation from every region) participate in the planning group chaired by Bonnie.</p> <p><b>Request:</b> The supervision work group would like to hear the initial plan during it August meeting.</p> <p><b>Recommendation:</b> Participation in the peer-to-peer consultation be credited as in-service training, including meeting management training requirements.</p> <p><b>08/23/07</b>  <b>Previously Reported:</b> The work group identified several key issues to be addressed in developing the system for consultation: (a) logistics for rural areas; (b) identification of facilitators (i.e., roles and required characteristics); and (c) voluntary vs. required participation.</p> <p><b>Update:</b> Learning labs, based upon the MS model, were approved this month. They will be part of clinical supervision training and include a core curriculum with allowance for variance across regions. Clinical consultation will be provided by the University of Kentucky by contract.</p> <p><b>Continuing Recommendation:</b> Members of the supervision work group be included in the group designing learning labs.</p> <p><b>Continuing Recommendation:</b> Training credit for participation in the learning labs meet management training requirements.</p>
		<p><b>03/13/08</b>  <b>Update:</b> A proposal was submitted to Bonnie Washeck regarding the Learning Labs. This will be discussed at the summit.</p>
		<p><b>08/07/08</b>  Learning Labs for Supervisors (peer support and professional input) – due date was 7/25 on final contractor. It’s moving forward.</p>
		<p><b>11/20/08</b>  First 3 Regions have begun on 360. Look at trends with 360. Dr. Sundet will advise Committee regarding findings of 360 when available.</p>
		<p><b>02/26/09</b>  There are adjustments being made to the contract to do the Learning Labs. The budget is not yet set.</p> <p>360 Evaluation results are not yet available.</p>
		<p><b>08/05/09</b>  The contract is still pending, but there is movement, in getting the Learning Labs.</p>
		<p><b>11/19/09</b>  Learning Lab contract has been awarded, and learning labs will begin again. Paula Neese will be designating the initial topics. Groups of supervisors will meet each quarter within their area each quarter, to address learning needs, networking needs, and to support consultation. Memo is forthcoming.</p>
		<p><b>2/20/10</b>  Learning labs are being scheduled</p>

			<p><b>5/12/10</b> First learning labs were held and discussion was held at this meeting: Discussed frustration over not getting MTR hours and how the pre-test/post-test felt punitive and changed focused to studying for the test. Another comment was that the training would have been more beneficial to workers than supervisors. Trainers and participants seemed frustrated with the material and participants felt they didn't really learn anything new and that the activities did not provide clarity on the issues of safety as it appeared to be subjective.</p> <p>What would have made it more beneficial: MTR hours should be given, and an explanation of what the purpose of a learning lab is so there is understanding on what to expect. One idea is perhaps more small group work mixed up with different counties in each group to provide learning and networking opportunities. Need clarification of purpose of the testing and is it to see how competent the supervisors are. Another suggestion is that the trainers should have a connection to the division and understand/know policy. Anonymous testing was also suggested.</p> <p>Cindy Miller informed of the Framework for Safety training that's coming for supervisors. It is a 4 hour training.</p>
<b>Action Step 8</b>			
<p><b>8. REDUCTION IN NON-SUPERVISORY TASKS TO INCREASE TIME FOR CLINICAL AND ADMINISTRATIVE SUPERVISION.</b> Reduce the number of non-supervisory tasks and the time spent completing them so that supervisors have more time for clinical and administrative supervision. Establish and achieve goals for increasing the amount of time supervisors provide clinical supervision to their workers. Include expectation of regularly scheduled supervisor-worker conferences.</p>	Mindy Schneider Cindy Miller	<p>A statewide child welfare supervisors time and activity study has been completed.</p> <p>The results have been analyzed and reviewed by the leadership and supervisors.</p> <p>Short-, medium-, and long-term supervisory goals have been established, together with a plan for reducing non-essential tasks for supervisors.</p> <p>Plans are in place to repeat the time and activity study annually and to use the results to continue to improve supervision.</p> <p>Family Support Division has a time study Random Moment Time Study.</p>	<p><b>10/26/06</b> During Paula's last video conference, a question was asked as to whether there has been any study of supervisory time and tasks. Paula referenced the attempted time and activities study.</p> <p><b>Suggestion:</b> Pursue developing the capacity to conduct time and activities study annually (starting 3<sup>rd</sup> quarter 07) and using results to modify / clarify Action Step 17 (consistent expectations and job descriptions).</p> <p><b>02/27/07</b> While use of a time and activities study continues to receive support, the question of how to assure participation continues to be debated. Paula suggested that perhaps any memo(s) on the study be from the work group with her signature.</p> <p><b>Suggestion:</b> Develop a plan to conduct the time and activities study in September.</p> <p><b>Action:</b> Joe will send the supervisor's time and activities log to the new work group members.</p> <p><b>05/24/07</b> Approaches to adopting the supervisory time and activities log were discussed.</p> <p><b>Recommendation:</b> (1) Make completion of the time and activities log part of OJT assignment under clinical supervision training with (2) presentation of results at supervisory conference (including analysis of results by new vs. experience supervisors). Internalize capacity to conduct a time and activities study and analyze results, using intranet (to conduct) and exploration of UM doing analysis.</p> <p><b>Action:</b> Cindy will coordinate with Lisa to identify needs (e.g., intranet development) and potential resources to address the identified needs.</p> <p><b>08/23/07</b> <b>Continuing Recommendation:</b> (1) Make completion of the time and activities log part of OJT assignment under clinical supervision training with (2) presentation of results at supervisory conference (including analysis of results by new vs. experience supervisors). Internalize capacity to conduct a time and activities study and analyze results, using intranet (to conduct) and exploration of</p>

			<p>UM doing analysis.</p> <p><b>Action:</b> Cindy will coordinate with Lisa to identify needs (e.g., intranet development) and potential resources to address the identified needs.</p> <hr/> <p><b>03/13/08</b>  <b>Update:</b> What exactly do we need to do with ITSD to get this completed? Jim Harrison suggested getting a 3-way call with him and Cindy Miller to review this.</p> <hr/> <p><b>08/07/08</b>  No movement on this goal for awhile now. Discussed time study to look at planned versus unplanned activity. Discussed past time-study for supervisors, and it's limited participation due to it being a voluntary activity. A time-study has been developed for workers. <i>Table this discussion for next meeting.</i></p> <hr/> <p><b>11/20/08</b>  Update: Timestudy for supervisors discussed. Discussed feasibility of doing random time study to gain more participation and other barriers related to successful completion of time study. Needs further discussion. Committee felt timestudy for supervisors would be beneficial.</p> <hr/> <p><b>08/05/09</b>  Planning to send a survey on this subject to supervisors distributed through the supervisor distribution list. Recommend that supervisors identify top 5 non-supervisory tasks they perform. SAC will gather survey results. These will be presented to administration.</p> <p>What can Office Support Staff do to assist? If they have time, is there more that they can do. Discussed that some OSA's are restricted from helping even when they have "free" time.</p> <p>Recommend CS Specialists assist with supervisory tasks when available.</p> <hr/> <p><b>11/19/09</b>  Survey regarding non-supervisory tasks was completed at sub-area meeting. Some duties should be delegated to clerical or specialists. Recommendation was made for a full time person hired exclusively to redact information from case records, as this is a big time issue for supervisors.</p> <p>Paula Neese will discuss issue of clerical being available with the FSD Director.</p> <p>CS specialists are available to assist, as directed by Regional Managers.</p> <hr/> <p><b>2/10/10</b>  Explored other possible solutions since there are budget issues with hiring someone to redact such as: calling requestor of the file to see what they really want/need from the file so perhaps the whole file doesn't need to be redacted. Also suggested to look at whether workers could redact and sups review or that specialists could assist.</p>
<b>Action Step 9</b>			
<b>9. SUPPORT FOR SUPERVISOR EDUCATIONAL ADVANCEMENT.</b> Maintain and enhance the support for child welfare supervisors who			<p><b>10/26/06</b>  Staff have applied and are currently getting their acceptance letters for the new program</p> <p><b>Suggestions:</b>  (1) Relevant to staff involvement in the MSW program on their own, explore potential additional</p>

want to achieve educational and practice advancement.			supports, possibly through data captured by UMC or a survey of these staff. (2) In conjunction with the exploration of supports of licensure (e.g., clinical supervision), consider supports for continued licensure (e.g., addressing cost and time related to required continued CEUs).
			<b>02/27/07</b> There are now 40 agency-paid slots in the MSW program with classes offered at several sites. The possibility of providing satellite classes is being explored. There is some confusion over (a) the time allowances (travel, study, etc.) and (b) provision of licensing supervision during work time.  <i><b>Suggestion:</b></i> Make a system-wide announcement clarifying, for both agency-sponsored and independent attendance of the MSW program, (a) the time allowances and (b) provisions for licensing supervision – both initial and on-going – during work time.
			<b>05/24/07</b> As suggested in the last meeting, a system-wide announcement was made clarifying, for both agency-sponsored and independent attendance of the MSW program, (a) the time allowances and (b) provisions for licensing supervision – both initial and on-going – during work time.  Participants reported that the memos that went out made everything clear: both (a) time allowances and (b) licensure support.  <i><b>Update:</b></i> There is a new part-time program on campus in Columbia.
			<b>08/23/07</b> <b>THIS ACTION STEP HAS BEEN COMPLETED.</b>
			<b>Action Step 10</b>
<b>10. CHILD WELFARE CAREER LADDER FOR WORKERS and SUPERVISORS..</b> Establish, use, and promote a child welfare career ladder so that the Children's Division is ensured of ongoing, excellent leadership in the future.			<b>10/26/06</b> Final plan suggests work beginning July 07 with plan developed and implemented by July 08.  <i><b>Suggestion:</b></i> Consider who will participate in work group.
			<b>02/27/07</b> There is a study underway which includes comparison of salary levels with other states. This action step is on hold pending this and other relevant activities.
			<b>05/24/07</b> <i><b>Update:</b></i> Paula Neese reported that a request will be submitted next month to the personnel advisory board for increases for both the worker and supervisor classifications.
			<b>08/23/07</b> Paula continues to pursue pay increases for both supervisors and workers.
			<b>03/13/08</b> Personnel advisory board declined the request for pay increases but this is still a goal and Paula Neese continues to pursue it.
			<b>08/07/08</b> Paula reported that a request has been submitted to the personnel advisory board for increases for both the worker and supervisor classifications.
			<b>02/26/09</b> There is mixed support for the recommendation to reposition supervisors to the same grid location as specialists. Plan to gather information about the pros and cons of this issue and compare the job descriptions. The recommendation this year also includes a plan to reposition CSW1s and CSW2s.

			<b>11/19/09</b> No change
			<b>2/10/10</b> No change
<b>Action Step 11</b>			
<b>11. CHILD WELFARE SUPERVISOR COMPENSATION.</b> Establish a plan to be accomplished in the mid-range future so that Missouri's child welfare supervisors are compensated at a rate that is equitable for their level and recognizes their critical role in the Division's achievement of outstanding child and family outcomes.			<b>10/26/06</b> The request to reposition supervisors has been approved by the Personnel Advisory Board for one step only and is in the budget recommendation book. The next step is inclusion in the Governor's book in January. A request for an additional step will probably be made step next year.
			<b>02/27/07</b> A step increase for supervisors has been included in the Governor's book for the FY08 budget.
			<b>05/24/07</b> <i>Update:</i> A step increase for supervisors has been passed by the legislature. Another increase next year is proposed (see Action Step 10).
			<b>08/23/07</b> <i>Previously Reported:</i> A step increase for supervisors has been passed by the legislature.
			<b>03/13/08</b> Personnel advisory board declined the request for pay increases but this is still a goal and Paula Neese continues to pursue it.
			<b>08/07/08</b> Paula reported that a request has been submitted to the personnel advisory board for increases for both the worker and supervisor classifications.
			<b>02/26/09</b> The recommendation this year is positive for pay increases for supervisors and workers. However, the budget is tight.
			<b>11/19/09</b> No change
			<b>2/10/10</b> No change
<b>Action Step 12</b>			
<b>12. IMPLEMENT A SUPERVISORS' CASE REVIEW PROCESS.</b> <i>Issue:</i> A key finding of the CFSR was that the Children's Division was inconsistent in assessing and addressing the needs and services of the child, parents and/or foster parents. A key emphasis of Missouri's PIP is improving	Meliny Staysa Marcie Randle Mindy Schneider	SCR instrument is finalized.  Process (including case selection, automated rating and reporting) is developed.  All current supervisors are trained and the training is incorporated in new supervisor training.	<b>10/26/06</b> The completion rate is improving. The first composite reports (results by region) were just distributed. These results differ from peer record review results and are more in line with other sources. An issue remains with how to address clients served by contractors.  <i>Suggestion:</i> Explore how to apply the case review to clients served by contractors.
			<b>02/27/07</b> A review of the SCRT – in light of the new CFSR on-site review tool – is underway and will be completed in April. While completion of assigned reviews varies widely across the state, the completion rate is currently 72%. Consistency in interpreting and answering the questions remains a

<p>assessment tools, skills and practice. The SCRP is the 3<sup>rd</sup> of 3 steps in the PIP to address this issue: (S2.3.1) Improve family assessment and case plan tools; (S2.3.2.) Strengthen worker/supervisor skills in engaging families in the assessment, case planning and case plan review process to increase parent, caregiver (alternative care provider) and child involvement in case assessment, plan development and reassessment; and (S2.3.3) Improve supervisory capacity to monitor enhanced practice relating to case planning.</p> <p>-----</p> <p><i>Issue:</i> Expectations relevant to other supervisory reviews are unclear.</p>		<p>Process (including case selection, application, and submission and reporting of results) is implemented.</p> <p>All requirements for supervisory reviews are clearly articulated.</p> <p>Expectations relevant to supervisory reviews are clearly articulated.</p> <p>Expectations for all supervisory reviews included in the definition and expectations of supervision, new clinical supervision training, and performance appraisals.</p>	<p>concern. For numerous reasons, there are large differences in the results of the SCRs and those of peer reviews.</p> <p>The value of SCRs in promoting the “big picture” – i.e., improving practice, not just gathering numbers – should be promoted (as one work group participant commented, “it brings more social work back into the case – not just compliance.”). The potential benefit of a supervisors’ conference, where these observations could be shared, was acknowledged.</p> <p>There is confusion as to whether or not a worker can participate in a review.</p> <p>Application of the review process in contracted services remains an issue.</p> <p><b>Suggestion:</b> Make a system-wide announcement extolling the benefits (e.g., learning opportunity, increased accuracy of results, etc.) of worker participation in SCRs.</p> <p><b>Suggestion:</b> Paula suggested exploring the use of already-occurring meetings of supervisors at levels below statewide (i.e., a “road show”).</p> <hr/> <p><b>05/24/07</b> St. Louis &amp; SW have demonstrated increases in completion rate following additional training.</p> <p>As suggested in the last meeting, clarification of an support for worker participation in the SCRs was made via a “tip sheet.”</p> <p><b>Recommendation:</b> Include a presentation at supervisors’ conference with a focus on the value of SCRs in promoting the “big picture” – i.e., improving practice, not just gathering numbers.</p> <p><b>Recommendation:</b> Completion of SCRs should be included in any revision to the roles / expectations for supervisor..</p> <p><b>Recommendation:</b> Supervision of Supervisor 1s (see Action Ste 6) should include review of what SCRs results mean to supervision.</p> <hr/> <p><b>08/23/07</b> <b>Update:</b> A presentation at supervisors’ conference was recommended with a focus on the value of SCRs in promoting the “big picture” – i.e., improving practice, not just gathering numbers. Current plans are for – in lieu of a distinct break-out – inclusion of the SCRs in two of the three planned break-out sessions: data and worker retention.</p> <p><b>Continuing Recommendation:</b> Completion of SCRs should be included in any revision to the roles / expectations for supervisor.</p> <p><b>Continuing Recommendation:</b> Supervision of Supervisor 1s (see Action Ste 6) should include review of what SCRs results mean to supervision.</p> <hr/> <p><b>03/13/08</b> <b>Update:</b> Implement statewide rollout of SCRT training. Expect the training to start by the end of April 2008.</p> <hr/> <p><b>08/07/08</b> <b>Update:</b> SCRT training has started statewide. Feedback was given on the training.</p>
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			<p><b>02/26/09</b> There will be an effort to identify staff who have not completed the SCRT training.</p> <p>There is a plan to revamp and automate the current SCRT and Peer Record Review tools and volunteers were identified for this process. They will seek input from supervisors throughout the state. Current suggestions: FCS pulled by household, not child. Separate ICPC cases.</p> <p><b>08/05/09</b> Group conducted a review of the revised draft SCRT AC tool and some revisions were made. SCRT revisions will be reviewed again with policy additions by supervisor committee and SCRT workgroup. COA compliance (new standards) will be reviewed as well.</p> <p>Frequency—Recommendation to look at less frequently i.e. quarterly or bi-monthly.</p> <p>Recommended that if case has been transferred to a new worker, allow 60 days to lapse before pulled again for SCRT.</p> <p>Are there barriers to COA record reviews pulling cases out of PRR and SCRT lists? This would reduce the amount of cases pulled and yet remain random.</p> <p>Recommend that the “why” of SCRT review be included in the memo that is coming out to accompany SCRT form revisions. Discussed the intention of the review process and that it would be helpful to include in the new memo.</p> <p><b>11/19/09</b> SCRT revisions are pending. The CA/N SCRT process is currently being reviewed to explore an alternative.</p>
			<p><b>2/10/10</b> Revisions are proceeding. Drafts will be sent to the committee. Recommending that January SCRT’s be deleted, pushed to another month, or made due on a later date due to Perform evaluations being due during the same month.</p>
<b>Action Step 13</b>			
<p><b>13. DEFINE THE ROLE OF SUPERVISOR IN MAKING FST MEETINGS PRODUCTIVE.</b></p> <p><i>Issue:</i> The most productive role of a supervisor in the FST meeting process needs to be determined. Some supervisors believe they are required to attend all FST meetings. This expectation is inconsistent.</p>		<p>Expectations for supervisors’ attendance at FST meetings are clarified.</p> <p>Supervisors’ role in FST process is defined and communicated and included in clinical supervision training.</p>	<p><b>10/26/06</b> Discussions with Kathryn Sapp continue. Kathryn has completed a review of policy and memorandums regarding the supervisory role in the FST. Work on clarifying policy will begin. The goal is to provide guidelines for when a supervisor would need to attend a FST and their role within the meeting. Possible clarification around this could include considerations a supervisor would want to make in deciding to attend the FST, such as: is this a volatile situation; is this a new worker and the supervisor is needed for modeling and guidance; is the worker requesting the supervisor attend; is the team requesting attendance; does the supervisor need to be present to approve services; etc.</p> <p>Central Office is reluctant to place a number around the percentage of meetings that should be attended. They want the supervisor to maintain flexibility in those decisions. The needed attendance of the supervisor could vary based upon the experience of their assigned employees. A supervisor with new staff may need to attend more frequently vs. a supervisory unit with experienced staff who are skilled in conducting meetings. A goal of clinical supervision is for the supervisor to work with staff in order for the staff to gain self sufficiency to facilitate meetings and work within the team on their own.</p>

			<p>Discussion and clarification around this may need to take place with administrative/management staff regarding concerns of mandating that supervisors attend all FSTs.</p> <p><b>Action:</b> Input should be provided (via email) to Cindy Miller regarding questions and concerns so that these can be shared with Kathryn Sapp.</p> <p><b>02/27/07</b> A memo clarifying expectations was recently (February 1<sup>st</sup>) distributed.</p> <p><b>THIS ACTION STEP HAS BEEN COMPLETED.</b></p> <p><b>05/24/07</b> <b>THIS ACTION STEP HAS BEEN COMPLETED.</b></p> <p><b>08/23/07</b> <b>THIS ACTION STEP HAS BEEN COMPLETED.</b></p>
<b>Action Step 14</b>			
<p><b>14. PROVIDE LOCAL OFFICE BUDGET INFORMATION ON CTS CONTRACTS IN A TIMELY MANNER.</b></p> <p><i>Issue:</i> Local contract budgets have been reduced; amounts are unknown for several months after beginning of fiscal year and subject to change, making management difficult.</p>		<p>Counties will have a general understanding of budget cuts or increases before they are given their actual budget.</p> <p>Counties will be given their budget for each new fiscal year as soon as the information is available.</p>	<p><b>10/26/06</b> This information is now being provided routinely and timely.</p> <p><b>02/27/07</b> <b>THIS ACTION STEP HAS BEEN COMPLETED.</b></p> <p><b>05/24/07</b> <b>THIS ACTION STEP HAS BEEN COMPLETED.</b></p> <p><b>08/23/07</b> <b>THIS ACTION STEP HAS BEEN COMPLETED.</b></p>
<b>Action Step 15</b>			
<p><b>15. IMPROVE ACCESS TO LEGAL CONSULTATION</b></p> <p><i>Issue:</i> Access to knowledgeable legal services, including both general and case-specific consultation, affects achievement of numerous goals cited in the PIP (e.g., timely TPR).</p>		<p>Needs of supervisors relevant to legal consultation and services are identified.</p> <p>Strategies to improve access to legal consultation are identified and adopted</p> <p>Training of supervisors includes case-related legal issues and proceedings.</p>	<p><b>10/26/06</b> Although Jim assumed lead on this with Gwen as liaison, priority is being given to activities necessary to address a recent court ruling.</p> <p><b>02/27/07</b> This action step is on hold while priority is being given to activities necessary to address a recent court ruling.</p> <p><b>05/24/07</b> <i>Update:</i> Access to legal consultation is no longer being reported as an issue.</p> <p><b>This Action Step has been deleted.</b></p> <p><i>Suggestion:</i> Consider inclusion of interactive workshop at supervisors' conference (provide info on available legal assistance and get info on needs of supervisors for legal assistance).</p> <p><b>08/23/07</b> <b>This Action Step has been voided.</b></p>
<b>Action Step 16</b>			
<p><b>16. MONITORING OF AND PROBLEM SOLVING IN IMPLEMENTATION OF THE SUPERVISION STRATEGIC PLAN.</b></p>	Supervisor Workgroup	Quarterly meetings occur during which implementation issues are identified and plans enacted for their resolution.	On-going.
<b>Action Step 17</b>			
<b>17. CONSISTENT</b>		Information gathered.	<b>10/26/06</b>

<b>EXPECTATIONS AND JOB DESCRIPTION FOR SUPERVISORS STATEWIDE.</b> Have consistent expectations of supervisors, including an updated job description.  Note: The Children’s Division may want to consider establishing consistent expectations and job descriptions for the Clinical Specialists statewide, as well.		Recommendations developed.	These have been issued for supervisors.  <i>Suggestion:</i> Develop consistent expectations and job description for circuit managers / program managers.
		Job description approved and utilized.	<b>02/27/07</b> <b>THIS ACTION STEP HAS BEEN COMPLETED.</b>  <i>Suggestion:</i> If expectations and job descriptions of circuit/program managers are developed/updated, include reference to supervision of supervisors (Action Step #6).
			<b>05/24/07</b> <b>THIS ACTION STEP HAS BEEN COMPLETED.</b>  <i>Suggestion:</i> If expectations and job descriptions of circuit/program managers are developed/updated, include reference to supervision of supervisors (Action Step #6).  <i>Recommendation:</i> Any revisions to supervisors’ job expectations should include SCRs (see Action Step 12).
			<b>08/23/07</b> <b>THIS ACTION STEP HAS BEEN COMPLETED.</b>
		<b>Action Step 18</b>	
<b>18. CONSISTENT PERFORMANCE APPRAISALS FOR SUPERVISORS STATEWIDE.</b> Have a standardized performance appraisal for supervisors.		Recommendations developed.	<b>10/26/06</b> These have been issued for supervisors.  <i>Suggestion:</i> Develop consistent performance appraisals for circuit managers / program managers.
		Recommendations approved.	<b>02/27/07</b> A standardized format for performance appraisals has been distributed. While skills should remain the same, this template for uniform expectations may allow for refinement through mutual agreement; there is some concern that resultant “attachments” may undermine uniformity.  <i>Suggestion:</i> If performance appraisals of circuit/program managers are developed/updated, include reference to supervision of supervisors (Action Step #6).  <i>Action:</i> Work group participants will funnel any examples of specific issues that they hear of to Karen Anderson (liaison) for discussion with Susan and Lee prior to the next work group meeting.
		New performance appraisals implemented.	<b>05/24/07</b> <i>Suggestion:</i> If performance appraisals of circuit/program managers are developed/updated, include reference to supervision of supervisors (Action Step #6).  <i>Recommendation:</i> Any revisions to supervisors’ performance appraisals should include SCRs (see Action Step 12).
			<b>08/23/07</b> <b>THIS ACTION STEP HAS BEEN COMPLETED.</b>
		<b>Action Step 19</b>	
<b>19. CONSISTENT WAY TO COUNT CASES.</b> Develop a consistent way to count cases and non-case but court-		Agreement reached.  Instructions developed and distributed.	<b>10/26/06</b> During the last review of the plan (07/06), questions were raised regarding how well the current formula – and its application – is understood. It is believed that Pat has offered to present this information at circuit managers meetings.

related activities across the state. Make distinction between caseload vs. caseload activity vs workload.		Supervisors and managers trained.	02/27/07 Confusion remains as to how the need for FTEs is determined.  <i>Action:</i> Paula will send out written information on how the allocation of FTEs is determined.
		Reports developed and distributed.	<i>Action:</i> Steve will send out an example of considerations in assigning cases at the supervisor level.
			05/24/07 <i>Update:</i> The methodology for allocating FTEs has been clarified.
			THIS ACTION STEP HAS BEEN COMPLETED.
			08/23/07 THIS ACTION STEP HAS BEEN COMPLETED.
Action Step 20			
20. UNIVERSAL SUPERVISOR-WORKER RATIO.  Achieve a universal supervisor- worker ratio of 1-7(max) within 4 years, in accordance with accreditation caseload standards.  Be sure to address supervisors with other job functions.		Work group formed.	10/26/06 As each circuit goes through accreditation, COA standards are being applied, including 1/7 ratio (max).
		Plan developed.	02/27/07 The accreditation process continues with the ratio being applied
		Plan partially implemented.	05/24/07 The accreditation process continues with the ratio being applied.
		Plan funded.	08/23/07 <i>Previously Reported:</i> The accreditation process continues with the ratio being applied.
		Plan fully implemented.	03/13/08 On-going
			08/07/08 THIS ACTION STEP HAS BEEN COMPLETED.
Action Step 21			
21. ACHIEVE CONSISTENCY IN CORRECTIVE DISCIPLINE ACTIONS STATEWIDE.  Achieve more consistency in corrective discipline actions throughout the state.     Cross-references: Supervisor Training #2 & #3	Karen Womack	Training revised.	10/26/06 Training is occurring now to be completed by 03/07.
		Mandatory training implemented.	<i>Suggestion:</i> Set an expectation for completion by new supervisors (i.e., completion within __ months) and determine method(s) for on-going training (e.g., incorporating into BOSS or use of on-line training).
		Centralized control established.	02/27/07 Training is currently occurring, to be completed next month (March, 1007).
			<i>Suggestion:</i> Set an expectation for completion by new supervisors (i.e., completion within __ months) and determine method(s) for on-going training (e.g., incorporating into BOSS or use of on-line training).
			05/24/07 <i>Update:</i> Corrective discipline training has been incorporated into BOSS and is now routinely provided to new supervisors.
			THIS ACTION STEP HAS BEEN COMPLETED ( <i>on-going</i> ).
		08/23/07 THIS ACTION STEP HAS BEEN COMPLETED ( <i>on-going</i> ).	

			<b>02/26/09</b> The group discussed a need to re-open this action step. Inconsistent use of discipline both across and within circuits is a concern that can result in personnel grievances and that complicates supervision of staff.
			<b>11/19/09</b> Feedback was given from CD mgmt that this is at the discretion of the regional managers.
			<b>2/10/10</b> <b>Resolved</b>
<b>Action Step 22</b>			
<b>22. PROVIDE DATA AT THE UNIT AND WORKER LEVEL.</b> Provide supervisors regular, real time data by units, workers. Cross-reference #4			(Refer to Action Step 4)
<b>Action Step 23</b>			
<b>23. IMPROVE COMMUNICATION WITHIN THE DIVISION.</b> Improve communication from Central Office to the Field.	Cara Roberts Susan Roetman Valerie Williams	Work group formed.  Recommendations developed.  New communication strategy implemented.	<b>10/26/06</b> The first meeting of the work group was held 09/06 (minutes attached).
			<b>02/27/07</b> Communications Workgroup issued recommendations; however, there is no process for monitoring implementation.  <i>Action:</i> Cindy and Karen will monitor follow-through on recommendations of the communications work group with input from other participants on the supervision work group.
			<b>05/24/07</b> Communications Workgroup issued recommendations; however, there is no process for monitoring implementation.  <i>Action:</i> Steve will distribute the communications work group report. Karen & Joe will develop and conduct a survey of work group members to determine consistency in implementation of the recommendations across the state; results will be reviewed at the next work group meeting.
			<b>08/23/07</b> <i>Previously Reported:</i> The Communications Workgroup issued recommendations; however, there is no process for monitoring implementation.  <i>Update:</i> A survey of the supervision work group members was conducted to determine consistency in implementation of the recommendations across the state; however, the response rate was low. During the de-briefing, Paula and Jim reported having reviewed the workgroups suggestions and reported their planned actions.
			<b>03/13/08</b> <i>Update:</i> After the summit this needs action step needs to be addressed. A sub group needs to be formed.
			<b>08/07/08</b> Update: Recommendations: 1) Creation of statewide supervisor distribution list; 2) CQI Quarterly "In Focus" Newsletter to highlight new policies!; 3) Training on CQI; 4) "Who does what" contact list for Central Office. Add E-mail and phone numbers. Consider adding to Intranet when it's redesigned; 5) Sharing Executive Team and Management Meeting notes, or be briefed as appropriate when possible. Unit meetings should be held after Executive

			<p>Team meetings; 6) Utilize the CQI process to get information flowing; 7) Fully utilize collaborative training opportunities: VTC's, Cluster meetings of all supervisors, learning labs, OSCA, FCI/JCIP committee (noted that \$3,000 is available per circuit for FCI/JCIP sites).</p> <p>Cindy Miller discussed OJT guides for workers and supervisors: undergoing revisions. Expectations of supervisor for OJT email will be sent out. Suggested Developing a handbook for supervisors. <i>Tabled for discussion at next meeting.</i></p>
			<p><b>11/20/08</b> Update: Minutes being posted to CD Intranet. Including standing paragraph in "In Focus" newsletter. Committee members would attend local management meetings and provide updates regarding Committee activities. Stephanie Roettgen will send a list of contacts for each CD program area,.</p>
			<p><b>02/26/09</b> These minutes will be posted to the intranet, after they have been approved by the committee. That has not happened yet, but is again identified as a needed step. This group also needs to identify an In Focus newsletter idea.</p> <p>The supervisor distribution list on Outlook is a new development. We might need to do some type of introduction of this, including parameters of its use so that it is not over- or under-utilized.</p>
			<p><b>5/21/09</b> Recommendation: Supervisor Advisory Outlook distribution list to be utilized to receive information sent out to Regional Director's/ Program Managers/ Circuit Managers. Suggestions for distribution lists; Supervisory Case Review Tools, Peer Record Reviews, Who's Who in Jefferson City contact listing, and possible In Focus Newsletter topics. Add an agenda item at the next Executive Team Meeting.</p>

			<p><b>08/05/09</b> <b>Various State Workgroups:</b> Workgroups should be posted on the intranet Include the purpose, membership and point person for suggestions, minutes</p> <p><b>Utilize Supervision Distribution List and website</b> SCRT listing to Supervisors by 15<sup>th</sup> of month sent directly to Supervision Distribution List PRR listing to Supervisors by 30 days prior to month of review sent directly to Supervision Distribution List Media Releases—discussion of a link on the CD website (to the DSS media link) as a possibility instead of email</p> <p><b>Communication of Policy, Procedure and Practice</b> Key points communicated from Executive and Regional level staff meetings uniformly and timely to supervisors Explained reasoning behind changes, i.e. connected to federal funding.</p> <p><b>Increase Communication Services (Mobility project?)</b> Provide option for texting out non-emergency CA/Ns (worker page in FACES could utilize existing fields, zero cost for workers who want text on their own phones) Provide option for texting on work cell phones to reach families, law enforcement, court, etc. Susan Roetman will collect benefits to texting and create a brief report, SAC will approve and send out to administration.</p>
			<p><b>11/19/09</b> Discussed posting workgroup information to the CD Intranet with Paula Neese.</p> <p>SCRT and PRR listings are now being distributed through the supervisor distribution listing.</p> <p>Paula Neese advised group link on CD intranet can be added to link to the DSS press releases.</p> <p>Paula provided update from Regional Directors regarding the regional processes for distributing information following meetings.</p> <p>SAC Recommends that Paula continue to email information to all staff to keep them informed to the fullest extent possible. For example, Paula discussed critical issues such as challenges with FACES, budgets, staffing, etc.</p>
			<p><b>2/10/10</b> Still need link on CD intranet to DSS press releases.</p>
<b>Action Step 24</b>			
<b>24. IMPROVE COMMUNICATION IN THE FIELD.</b> Address communication issues within the field—region to region, among circuits, emails within case records, etc.	Cara Roberts Susan Roetman Valerie Williams	Work group formed.  Recommendations developed.  Recommendations implemented.	<p><b>02/26/09</b> Table for next time. Some suggestions: can staff suggest info for the new Intranet Regional Sections? Can Manager Rosters be posted – not just organizational charts? Regional Directors are the gatekeepers for the Regional sites.</p>
			<p><b>5/21/09</b> Update/utilize regional websites to include directory of Regional Director’s for each circuit/county. Regional Directors were asked to include CQI officers on regional websites.</p>

			<b>08/05/09</b> Also needed on the Regional Intranet links: who to contact for courtesies, service workers, transfers.
			<b>11/19/09</b> Regional Internet Links have been added to the CD Intranet.
			<b>2/10/10</b> No change today, but keeping open
			<b>2/10/10</b> No change today, but keeping open
Action Step 25			
<b>25. CLARIFY ROLES AND RESPONSIBILITIES REGARDING COMMUNITY INTERACTION UNDER NEW FIELD STRUCTURE.</b> Roles and responsibilities of regional managers, circuit managers, and supervisors should be clarified.		Work group meets.	<b>10/26/06</b> A plan was developed by Doris (attached).
		Proposed guidelines developed.	<b>Suggestion:</b> Paula reviews the plan with Regional Managers and establishes expectations.
		Guidelines finalized.	<b>02/27/07</b> A plan was developed by Doris. Discussion of roles and responsibilities has occurred in meeting so circuit managers who generally view this as their role with, in larger counties, assistance of program managers and supervisors.
		Expectations included in performance appraisal.	<b>Suggestion:</b> Continue discussion among circuit managers toward consensus on roles and responsibilities.
		<b>05/24/07</b> <b>THIS ACTION STEP HAS BEEN COMPLETED</b>	
		<b>08/23/07</b> <b>THIS ACTION STEP HAS BEEN COMPLETED</b>	
Action Step 26			
<b>26. DEVELOP LOCAL PLANS FOR COMMUNITY INVOLVEMENT.</b> Local offices should “formalize” plans for working with the community.	Shawn Bentley Glenda Wilcox Valerie Williams	Local plans developed.	<b>10/26/06</b> (Refer to Action Step 26)
		Local plans implemented.	<b>02/27/07</b> Same as Action Step 25
			<b>05/24/07</b> THIS ACTION STEP HAS BEEN COMPLETED
			<b>08/23/07</b> THIS ACTION STEP HAS BEEN COMPLETED.
			<b>5/21/09</b> Reopen for Discussion. Explore the role of the Communications Officer and their role as either proactive or responsive agent to disseminate information to the community. Proposed topic for planning and transition meeting. Recommendation: Appoint a point person to receive positive information and community based events and distribute to the agency as a whole.
			<b>11/19/09</b> Paula informed SAC today that it is ok for the CD intranet to link to the DSS press release information.
			SAC Subcommittee will communicate during interim to discuss this item further.

Action Step 27			
27. COMMUNITY EDUCATION. Local offices should proactively seek opportunities to educate the community.	Shawn Bentley Glenda Wilcox Valerie Williams	Tools, materials developed for “PR” purposes.  Training and education provided to community groups.	10/26/06 (Refer to Action Step 26)
			02/27/07 Same as Action Step 25
			05/24/07 THIS ACTION STEP HAS BEEN COMPLETED
			08/23/07 THIS ACTION STEP HAS BEEN COMPLETED.
			5/21/09 Reopen for Discussion. Explore the role of the Communications Officer and their role as either proactive or responsive agent to disseminate information to the community. Proposed topic for planning and transition meeting. Recommendation: Appoint a point person to receive positive information and community based events and distribute to the agency as a whole. Suggestions included requesting Communications Officer for the Division to provide a press release to highlight events, such as Child Abuse Month, National Adoption Month, and the Missouri Heart Gallery’s schedule.
			11/19/09 Paula informed SAC today that it is ok for the CD intranet to link to the DSS press release information.  SAC Subcommittee will communicate during interim to discuss this item further.
Action Step 28			
28. WORKER RETENTION.	Dr Sundet Meliny Staysa Loretta Rapp-Percy Shawn Bentley Karen Womack	360 Evaluation SOE Survey Questions regarding worker retention	02/26/09 Look at Exit Interview data and CWLA Journal of Social Work (March 09?). Review the 360 Evaluation. Becky Porter will see if she can make a report of exit data. The new interview process is supposed to be very indicative of who will stay. We will ask Susan Savage to follow up with Judy Kleffner on these issues.
			5/21/09 Becky Clariday suggested developing a survey for workers to express the reasons why the believe workers are leaving the agency. Initially, we need to obtain data from co-supervisors, from existing surveys in different regions, existing turnover data, and past SOE tools. Additionally, we could brainstorm with QA/QI specialists to develop a basic tool.  There is an opportunity to add nine additional questions to the Survey of Excellence. We could incorporate some questions regarding worker retention. The areas could include pay, supervision, training, FACES, etc. Recommend that at least four questions dedicated each year available be focused on worker retention.

			<p><b>08/05/09</b>  <b>Workers will have more information prior to hiring, starting their positions with realistic expectations.</b>  Video for viewing prior to hiring, available on the intranet  Information about Pay raises available. Information available on the hiring page, how increases are determined, non-negotiable, etc.  Discussion regarding orientation meetings prior to interviewing. Discussed having a worker available to answer questions. Show the video to potential employees. SAC group will follow up with more information at next meeting. (Karen Womack in particular)  Address writing, computer, typing skills prior to hiring.</p> <p><b>Increased recognition of work load and solutions for more time with children and families.</b>  SSW Time-study completed state-wide. Requesting results from Southern/Jackson QA &amp; QI teams be made available to SAC.</p> <p><b>Increased understanding on how staff levels are decided.</b>  Recommend for someone from FSD Budget Unit come and speak at the SAC meeting. Committee would like to know when FTE's are decided, what is taken into consideration?  Find the 2007 memo from Paula Neese describing this process. (Meliny Staysa)</p> <p><b>Develop four extra questions</b> for the Worker Retention portion of the Survey of Organizational Excellence. The survey is currently on hold per department, but when it is ready, the questions will need to be ready (Loretta Rapp Percy).</p> <p><b>Worker stress and burnout:</b> Is the Critical Incident Debriefing Team used (Loretta Rapp Percy). Is there leave associated with EAP (Shawn Bentley). Review the "tips" regarding EAP on the HR website – does it suggest selecting a provider who would be covered by insurance? (Loretta)</p>
			<p><b>11/19/09</b>  Judy Kleffner attended the meeting and presented the new hiring video and self assessment, which is now posted and available on the internet/intranet and to be used for staff before or at the time of the interview.</p> <p>Pat Luebbering attended the meeting and discussed how FTE positions are allocated, which is based on accreditation standards and negotiated as needed by Regional Directors.</p> <p>SAC subcommittee developed a list of survey questions, of which the top four will be recommended as additions to the Survey of Organizational Excellence. PowerPoint from employee orientation process in St. Louis County was distributed; Karen W. can explain the power point at next meeting and determine if a recommendation should be made for statewide orientation meetings to be made available (not required though).</p> <p>Loretta summarized recommendations from the Southern Region Worker Retention Workgroup. Since supervisors are absent, this will be discussed in greater detail as an agenda item for the February meeting, in order to decide if SAC wants to formally recommend any of the workgroup's recommendations.</p> <p>SAC would like to inquire with Dr. Sundet regarding any hiring initiatives he is involved in or pursuing. Loretta will follow up with Dr. Sundet regarding this prior to next meeting.</p>

			<p>2/10/10 Will address this as an agenda item for the next mtg to leave time for group discussion.</p> <p>5/12/10 Handouts given by Rapp-Percy and Womack with compiled suggestions from workers to reduce their workload to help with safety and permanency. Information was gathered from workers, time study results and focus groups. Will re-work some of these and give to Paula Neese.</p>
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